

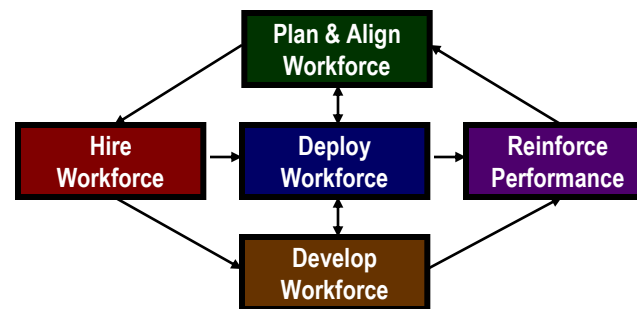
October 2008

---

## State of Washington Department of Ecology

# Human Resource Management Report

---



# Managers' Logic Model for Workforce Management



# Standard Performance Measures

## Plan & Align Workforce

- Percent supervisors with current performance expectations for workforce management
- Management profile
- Workforce planning measure (TBD)
- Percent employees with current position/competencies descriptions

## Hire Workforce

- Time-to-fill funded vacancies
- Candidate quality
- Hiring Balance (Proportion of appointment types)
- Separation during review period

## Deploy Workforce

- Percent employees with current performance expectations
- Employee survey ratings on “productive workplace” questions
- Overtime usage
- Sick leave usage
- Non-disciplinary grievances/appeals filed and disposition (outcomes)
- Worker safety

## Develop Workforce

- Percent employees with current individual development plans
- Employee survey ratings on “learning & development” questions
- Competency gap analysis (TBD)

## Reinforce Performance

- Percent employees with current performance evaluations
- Employee survey ratings on “performance & accountability” questions
- Disciplinary actions and reasons, disciplinary grievances/appeals filed and disposition (outcomes)
- Reward and recognition practices (TBD)

## Ultimate Outcomes

- Employee survey ratings on “commitment” questions
- Turnover rates and types
- Turnover rate: key occupational categories
- Workforce diversity profile
- Retention measure (TBD)

# Plan & Align Workforce

## Outcomes:

Managers understand workforce management accountabilities. Jobs and competencies are defined and aligned with business priorities. Overall foundation is in place to build & sustain a high performing workforce.

## Performance Measures:

**Percent supervisors with current performance expectations for workforce management**

Management profile

Workforce Planning measure (TBD)

Percent employees with current position/competency descriptions

## Workforce Management Expectations

Agency Priority: **Low**

**Percent supervisors with current performance expectations for workforce management = 100%\***

\*Based on 244 of 244 reported number of supervisors

### Ecology maintains six Leadership Competencies for all managers and supervisors.

- **Knowledge and Creativity:**
- **Strategic Thinking:**
- **Decision Making:**
- **Trust and Integrity:**
- **Performance and Accountability:** Create and nurture a performance-based culture that supports efforts to accomplish the organizational mission and goals. Influence others within the organization to be motivated and committed to furthering the organization's objectives.
- **Advocacy and Relationships:**

**All leadership competencies are noted in the PDF's and as needed in the PDPs.**

## Analysis:

- We developed and delivered training and guidance materials for improving PDP/PDF content, including connecting performance expectations to accountability and effective workforce management practices. We distributed guidance materials to all agency managers and supervisors.
- We developed and deployed "mini-PDP training" for all agency program management teams.
- In April, 2008, an all-supervisor/manager meeting was held regarding Ecology's 2009-11 Strategic Plan. Presentations included strategic and programmatic accomplishments, upcoming agency strategic priorities, including recruitment, hiring and retention, and effective labor relations.
- Since 2000, Ecology has maintained and tracked leadership training requirements for all managers and supervisors. Our "Performance Management" leadership course was redesigned and delivered in spring 2008.
- We also continued to sponsor new senior level managers in the U of W Cascade "Executive Management Program" to develop advanced leadership skills.

## Action Steps:

- In January, 2009, we will review and audit supervisor PDP's for clearly articulated links to Ecology's mission and its workforce management goals.
- We will develop a new agency model for workforce development and management, including succession planning, through our "Workplace Action Team" (WPAT).
- Train all supervisors and managers on the new workforce management model.

## Management Profile

Agency Priority: **High**

# Plan & Align Workforce

### Outcomes:

Managers understand workforce management accountabilities. Jobs and competencies are defined and aligned with business priorities. Overall foundation is in place to build & sustain a high performing workforce.

### Performance Measures:

Percent supervisors with current performance expectations for workforce management

### Management profile

Workforce Planning measure (TBD)

Percent employees with current position/competency descriptions

#### Control Point – 06/2007

WMS Baseline Headcount = **161**

Percent of agency workforce that was WMS = **9.8%**

#### Current - 08/2008

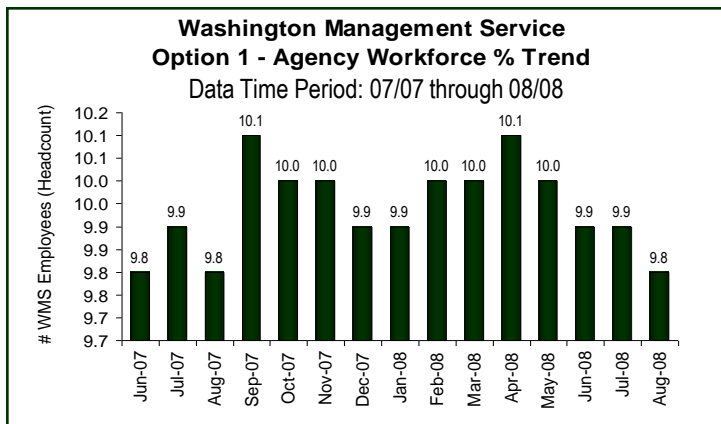
WMS Employees Headcount = **164**

Percent of agency workforce that is WMS = **9.8%**

Managers\* Headcount = **258**

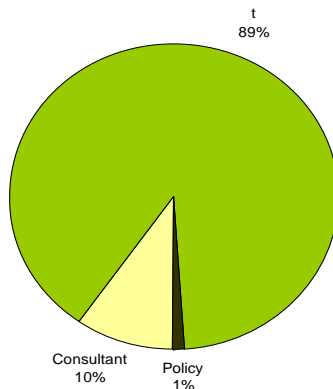
Percent of agency workforce that is Managers\* = **15.5%**

\* In positions coded as "Manager" (includes EMS, WMS, and GS)



#### WMS Management Type

Management	146
Consultant	16
Policy	2



### Analysis:

- After meeting its goal of reducing the number of managers in the agency by 45.5 positions, Ecology established a "WMS Baseline" in July, 2007, of 161 WMS employees, which at that time made up 9.8% of Ecology's workforce.
- Ecology has been only slightly over its WMS baseline and is within acceptable range, given that it had eight (8) WMS vacancies at the time the baseline was established and that the percentage of WMS in the agency workforce remains at 9.8%.
- In some programs, the increasing span of supervision (number of staff reporting to one supervisor), due to the reduction in management, has created some workload challenges.

### Action Steps:

- Ecology will manage its WMS positions to maintain the WMS baseline set by the Department of Personnel. However, since the baseline is based on headcount, there will continue to be a slight fluctuation over time as vacancies occur and then are filled, which may be further affected by the hiring freeze enacted in August, 2008.
- All requests for WMS positions will be carefully reviewed by Ecology's Deputy Director and HR Director prior to approval.
- Ecology will review the agency's organizational structure and work assignments and align resources as needed to focus on strategic priorities and budget demands.

Data as of 8/2008

Source: DOP HRMS Business Intelligence



# Plan & Align Workforce

## Outcomes:

Managers understand workforce management accountabilities. Jobs and competencies are defined and aligned with business priorities. Overall foundation is in place to build & sustain a high performing workforce.

## Performance Measures:

Percent supervisors with current performance expectations for workforce management  
Management profile  
Workforce Planning measure (TBD)

**Percent employees with current position/competency descriptions**

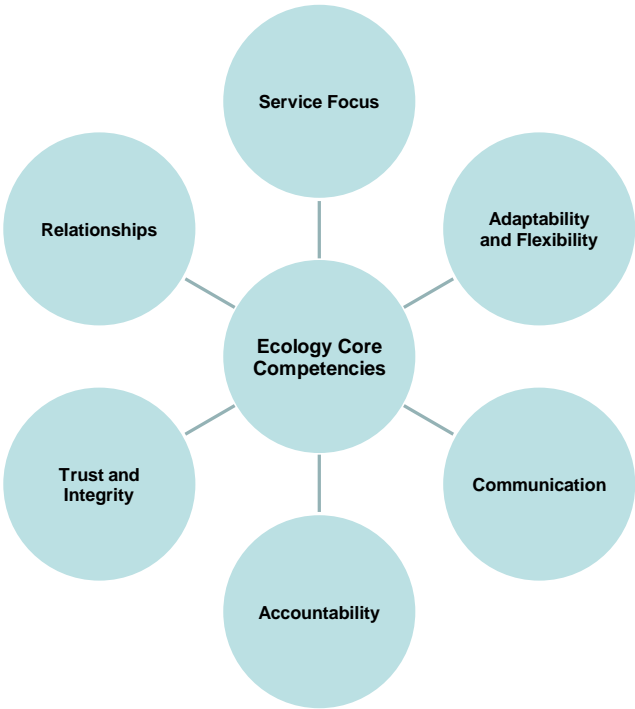
## Current Position/Competency Descriptions

Agency Priority: **Low**

**Percent employees with current position/competency descriptions = 100%\***

\*Based on 1348 of 1348 reported employee count  
Applies permanent positions, both WMS & GS

### Ecology Core Competencies



## Analysis:

- Ecology maintains six Core Competencies for all agency staff as follows:
  - **Service Focus**
  - **Adaptability and Flexibility**
  - **Communication**
  - **Accountability**
  - **Trust and integrity**
  - **Relationships**

All Core Competencies are noted in the PDF's and as needed in the PDPs; including managers and supervisors.

- As an added resource our PDF's links to the DOP competencies to build comprehensive descriptions.
- Agency guidance encourages managers to design competencies specific to the work for each position, not cut and paste.
- PDP training during this period included content relationship and revision expectations for the PDF.

## Action Steps:

- As part of an agency wide position file audit, review all PDF's for relevant, quality content and clearly articulated position relationship to Ecology's mission. Continue to provide agency consulting and guidance as needed.
- Continue to update position descriptions as duties or competencies change and during each annual evaluation.
- Provide new agency guidance for incorporating competencies into the recruitment and selection process.

# Hire Workforce

## Outcomes:

Best candidates are hired and reviewed during appointment period. The right people are in the right job at the right time.

## Performance Measures

Time-to-fill vacancies

Candidate quality

Hiring Balance (proportion of appointment types)

Separation during review period

# Time-to-Hire

Agency Priority: **Medium**

Time-to-Hire Funded Vacancies	
Average number of days to hire:	87
Number of vacancies hired:	189



## Analysis:

- For this reporting period, the time-to-hire measure period was calculated as the number of days from the date the requisition was created to the date the selected candidate started on the job.
- The certification process took longer to accomplish because application materials were first sent to the hiring manager to review and certify. In June, 2008, HR started a new process of certifying the candidates before sending their application materials to the hiring manager, which is expected to reduce the time-to-hire average.
- HR found that hiring managers needed more assistance in processing applicants and conducting selection processes.

## Action Steps:

- As stated in its 2009-11 Strategic Plan, Ecology will accelerate its selection and hiring processes, with a competitive time-to-hire rate by using the E-Recruiting questionnaire to more accurately assess minimum qualifications and certifying candidates before sending them to the hiring manager.
- Effective July 1, 2008, fields were added to the E-Recruiting system to manually enter the start and end dates for a recruitment. For the next HRMR, Ecology's time-to-hire measure will reflect the new parameters set in 2008.
- Develop a process to capture and enter accurate appointment information in a timely manner.
- Develop and conduct a "Hiring Clinic" training class to assist hiring managers in the recruitment process.
- As stated in its 2009-11 Strategic Plan, Ecology will develop and implement a recruitment strategy to identify and develop relationships with talent sources to ensure a consistent pool of highly-qualified and diverse candidates.

# Hire Workforce

## Candidate Quality

Agency Priority: **High**

### Candidate Quality

**Of the candidates interviewed for vacancies, how many had the competencies (knowledge, skills & abilities) needed to perform the job?**

Out of **629 candidates** interviewed for vacancies:

Number = **495**      Percentage = **79%**

**Of the candidates interviewed, were hiring managers able to hire the best candidate for the job?**

Out of **133 hiring managers**:

Hiring managers indicating "yes":

Number = **125**      Percentage = **95%**

Hiring managers indicating "no":

Number = **6**      Percentage = **5%**

### Reasons best candidate not hired:

- Could not meet terms and conditions requested: Moving expenses (1)
- Higher Salary offered elsewhere: (1)
- Salary too low/did not wish to relocate (1)
- Other (3):
  - Candidate was not authorized to work in the US and could not start the position in a reasonable time period
  - Accepted other position
  - Program budget problems prevented the hiring of an external candidate.

Data Time Period: 7/2006 through 6/2008  
Source: E-Recruiting and Department of Ecology

### Analysis:

- The Human Resources Office implemented a new and improved screening process mid-cycle to ensure that applicants meet the minimum qualifications of the job before being referred to the hiring manager. This process assists managers in improving their efficiency and ability to hire the right person for the job.
- Between July and December, 2007, the percentage of the candidates interviewed who had the competencies needed to perform the job was reported at 71.5%. This number has gone up to 79% a 7.5% increase. We believe this increase is directly connected to the new screening processes implemented by HR.

### Action Steps:

- In accordance with its 2009-11 Strategic Plan, Ecology will broaden its recruitment efforts through the development and implementation of an agency marketing program with intra- and inter-agency collaboration
- The HR Office will implement a process to work with, and remind, applicants to submit the required supplemental questionnaires when applying for a job to secure a complete application packet for the hiring manager.
- The HR Office will monitor comments from the E-Recruiting feedback form to further improve and target Ecology's recruitment and applicant screening process to produce a higher percentage of qualified candidates, both in the pool and for referral.



## Hiring Balance / Separations During Review Period

Agency Priority: **Medium**

# Hire Workforce

### Outcomes:

Best candidates are hired and reviewed during appointment period. The right people are in the right job at the right time.

### Performance Measures

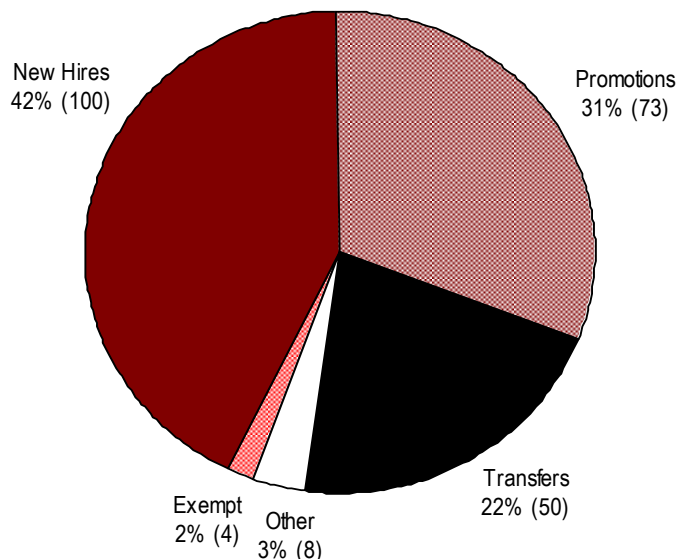
Time-to-fill vacancies

Candidate quality

**Hiring Balance**  
(proportion of appointment types)

**Separation during review period**

### Types of Permanent Appointments



**Total number of appointments = 235\***

Includes appointments to permanent vacant positions only; excludes reassignments, project, non-perm  
NOTE: Due to HRMS coding & BI query limitations, interns had to be deducted from the total manually  
"Other" = Demotions, re-employment, reversion & RIF appointments, elevation

### Analysis:

- Total 57% (134) of Ecology appointments are internal employees. This data supports Ecology's goal to provide opportunities for career development for our employees.
- Promotions - 24% (57) are promotions from within Ecology's workforce. 7% (16) are promotion to Ecology from other state agencies
- New Hires - 14% (33) are internal appointments, hired from non-perm, project, or exempt positions to permanent positions. 28% (67) are new hires/rehires to state service.
- Transfers - 19% (44) are transfers within Ecology to other Ecology programs or opportunities. 3% (6) are transfers to Ecology from other state agencies.
- Employees leaving the agency during probationary and trial periods was much lower than in 2007, nearly 40%, indicating an improvement in Ecology's recruitment, selection and hiring processes.

### Action Steps:

- Continue to execute Ecology's long-term recruitment network strategy, especially its targeted outreach to colleges, universities and organizations to build diverse, quality candidate pools.
- Expand special partnerships with DOP, other agencies and Washington universities and colleges, such as the University of Washington, to target diverse, quality candidates in key environmentally-related fields.
- Provide opportunities for Ecology employees to advance their career development process through advertising & promoting vacancies in E-Recruiting, Ecology Today newsletter; & Ecology web site.

Data Time Period: 7/2007 through 6/2008

Source: DOP HRMS Business Intelligence & Department of Ecology

### Separation During Review Period

	Leaving State Service	To Other Agencies
Probationary separations – Voluntary	4	1
Probationary separations – Involuntary	1	0
<b>Total Probationary Separations</b>	<b>5</b>	<b>1</b>
Trial Service separations – Voluntary	3	2
Trial Service separations – Involuntary	0	0
<b>Total Trial Service Separations</b>	<b>3</b>	<b>2</b>
<b>Total Separations During Review Period</b>	<b>8</b>	<b>3</b>

# Deploy Workforce

## Current Performance Expectations

Agency Priority: **Low**

**Percent employees with current performance expectations = 100%\***

\*Based on 1348 of 1348 reported employee count  
Applies to employees in permanent positions, both WMS & GS

### ***Ecology Commitment:***

*Supervisors will focus more on directing work through positive reinforcement throughout the year, providing feedback year-round rather than waiting until annual review time, and make sure issues are addressed promptly and not left until the end of the evaluation period.*

### **Analysis:**

- Director expectations for completion of performance evaluations have been articulated since 1989. Ecology's completion rates have been over 90% Since 1999. This year we achieved 100%.
- "Mini-PDP training" for senior management set agency expectations for producing PDP's with an emphasis on quality, relevance to agency results and overall performance management.
- Employee survey results indicated that employees did not always feel they are receiving meaningful feedback from their supervisors; annually and ongoing. (Q10, 3.43 out of 5)
- After the Employee Survey results were received from DOP, Ecology developed a process which included program managers conducting discussions with their staff to solicit comments and suggestions about how to improve the performance evaluation process. This activity generated agency best practices and commitments as noted in the April 2008 Interim HRMR and in this report.

### **Action Steps:**

- Periodic audit of a random sample of PDP's to identify and recommend areas for improvement.
- Refresh managers with best practices and commitment to improve the performance evaluation process as well as on-going feedback.
- Provide annual PDP training consistent with performance management confirmation requirements.
- Maintain 100% PDP completion goal for the 2008 annual evaluation cycle.

Data as of the completion of Ecology's Evaluation Cycle - 12/2007  
Source: Department of Ecology Tracking

# Deploy Workforce

## Employee Survey: "Productive Workplace" Ratings

Agency Priority: **Medium**

### Outcomes:

Staff know job expectations, how they're doing, & are supported. Workplace is safe, gives capacity to perform, & fosters productive relations. Employee time and talent is used effectively. Employees are motivated.

### Performance Measures

Percent employees with current performance expectations

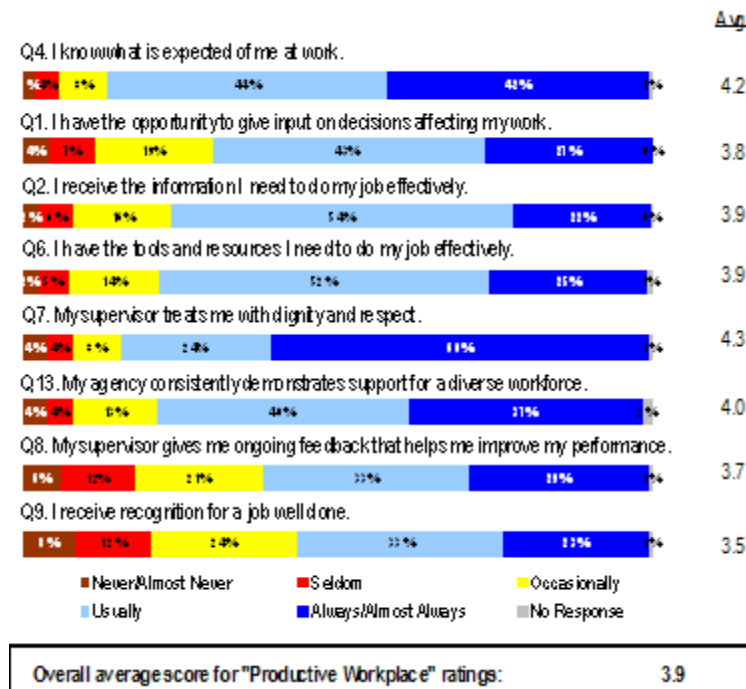
### Employee survey ratings on "productive workplace" questions

Overtime usage

Sick leave usage

Non-disciplinary grievances/appeals filed and disposition (outcomes)

Worker safety



# Deploy Workforce

## Outcomes:

Staff know job expectations, how they're doing, & are supported. Workplace is safe, gives capacity to perform, & fosters productive relations. Employee time and talent is used effectively. Employees are motivated.

## Performance Measures

Percent employees with current performance expectations

Employee survey ratings on "productive workplace" questions

## Overtime usage

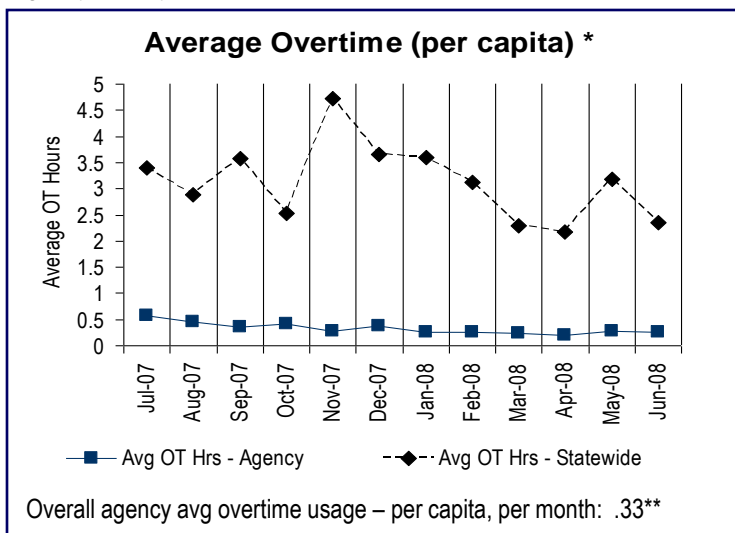
Sick leave usage

Non-disciplinary grievances/appeals filed and disposition (outcomes)

Worker safety

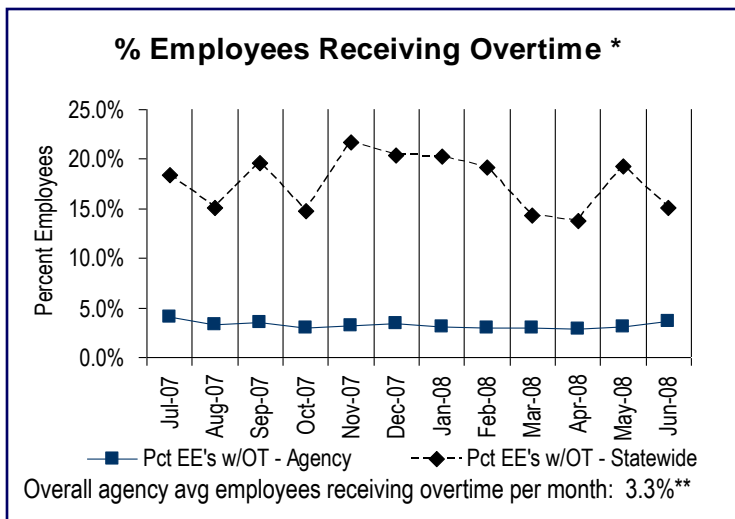
## Overtime Usage

Agency Priority: **Low**



\*Statewide overtime values do not include DNR

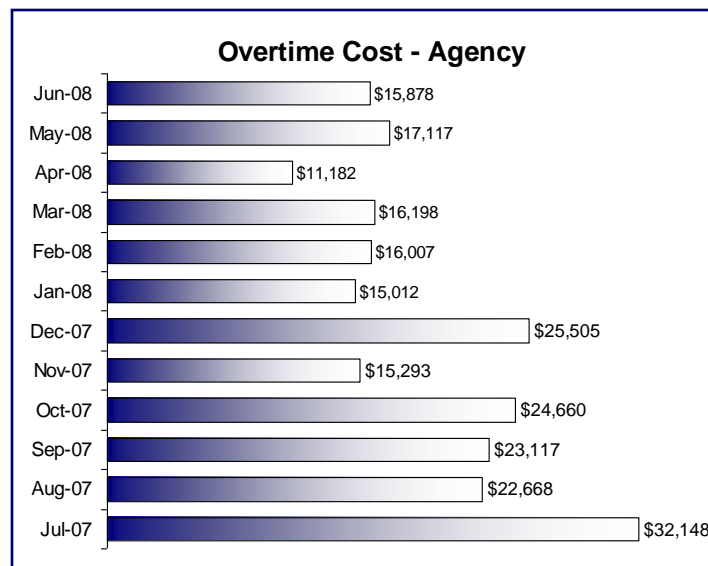
\*\*Overall agency avg overtime usage – per capita, per month = sum of monthly OT averages / # months



\*Statewide overtime values do not include DNR

\*\*Overall agency avg employees receiving overtime per month = sum of monthly OT percentages / # months

Data Time Period: 7/2007 through 6/2008  
Source: DOP HRMS Business Intelligence



## Analysis:

- FY 2008 total overtime costs are 17% less than FY 2007.
- Ecology employees work on average 20 minutes of overtime per month.
- Average monthly overtime costs are \$19,565.
- Ecology's overtime hours are significantly below the statewide average.
- Spill response accounted for 76% of Ecology's overtime cost for FY 2008. Overtime is expected due to emergency response to hazardous spills and marine vessels that impact public health and the environment. 15% was in the Fiscal Office due to closing the biennium (Summer 2007).

## Action Steps:

- No action needed at this time.

# Deploy Workforce

## Outcomes:

Staff know job expectations, how they're doing, & are supported. Workplace is safe, gives capacity to perform, & fosters productive relations. Employee time and talent is used effectively. Employees are motivated.

## Performance Measures

Percent employees with current performance expectations  
Employee survey ratings on "productive workplace" questions

Overtime usage

## Sick leave usage

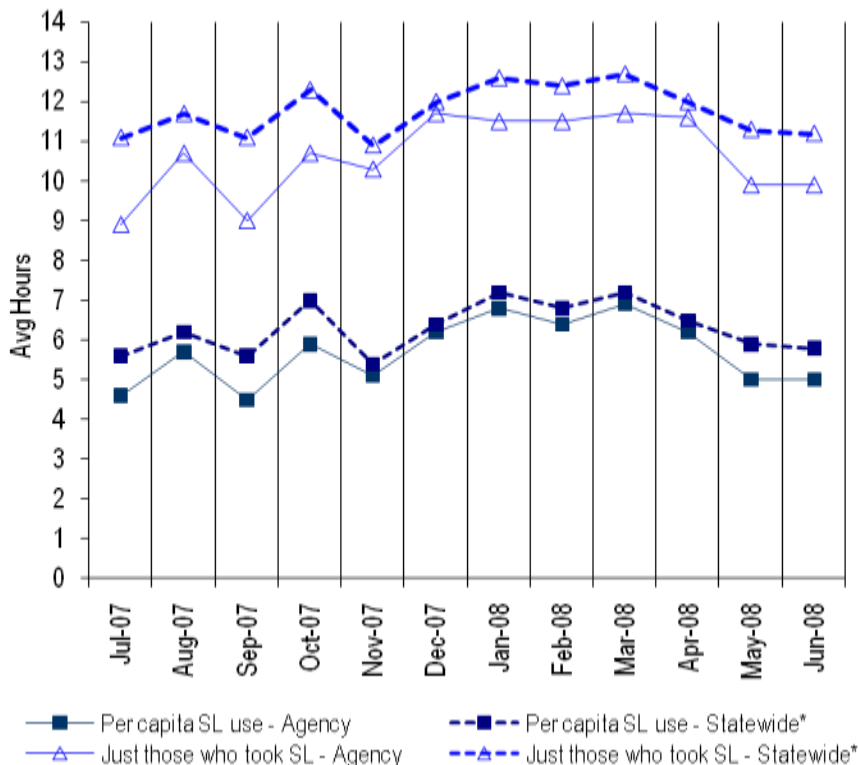
Non-disciplinary grievances/appeals filed and disposition (outcomes)

Worker safety

Agency Priority: **Low**

## Sick Leave Usage

### Average Sick Leave Use



## Analysis

- Ecology's sick leave usage remains below statewide averages.
- Ecology Employees who use sick leave use an average .6 hours of sick leave less every month than the typical state employee who uses sick leave.
- Ecology employees used an average of 1.2 sick leave hours less than the typical state employee when compared to the total number of employees.

## Action Steps

- Supervisors understand the laws, rules and collective bargaining agreement regarding sick leave, and will continue to appropriately attend to situations as needed to minimize negative impact on business needs.
- Ecology's Wellness Program is very robust and it will continue to provide employees with opportunities to participate in wide variety of wellness activities sponsored by the agency. The program sends positive messages to employees that we care about their health and well-being. We advertise the Wellness Program on our weekly Inside Ecology newsletter and agency website.

### Sick Leave Hrs Used / Earned (per capita)

Avg Hrs SL Used (per capita) - Agency	% of SL Hrs Earned (per capita) - Agency	Avg Hrs SL Used (per capita) - Statewide*	% of SL Hrs Earned (per capita) - Statewide*
5.7 Hrs	74.1%	6.3 Hrs	81.3%

### Sick Leave Hrs Used / Earned (those who took SL)

Avg Hrs SL Used (those who took SL) - Agency	% SL Hrs Earned (those who took SL) - Agency	Avg Hrs SL Used (those who took SL) - Statewide*	% SL Hrs Earned (those who took SL) - Statewide*
10.6 Hrs	132.5%	11.8 Hrs	147.3%

\*% of sick leave hours earned is calculated by dividing sick leave hours taken by sick leave hours earned multiplied by 100



# Deploy Workforce

## Outcomes:

Staff know job expectations, how they're doing, & are supported. Workplace is safe, gives capacity to perform, & fosters productive relations. Employee time and talent is used effectively. Employees are motivated.

## Performance Measures

Percent employees with current performance expectations

Employee survey ratings on "productive workplace" questions

Overtime usage

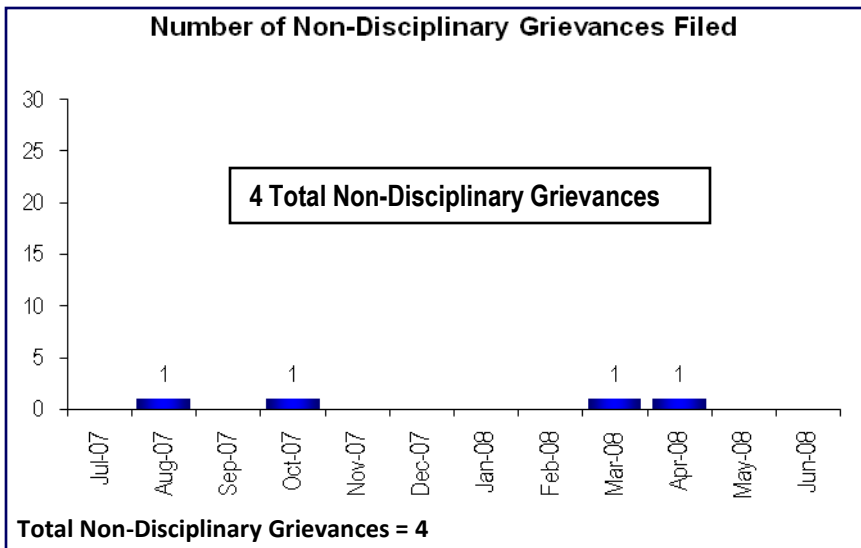
Sick leave usage

**Non-disciplinary grievances/appeals filed and disposition (outcomes)**

Worker safety

## Non-Disciplinary Grievances (represented employees)

Agency Priority: **Low**



\* There may not be a one-to-one correlation between the number of grievances filed (shown top of page) and the outcomes determined during this time period. The time lag between filing date and when a decision is rendered can cross the time periods indicated.

### Non-Disciplinary Grievance Disposition\* (Outcomes determined during time period listed below)

- 2 Settlements
- 2 Management denied grievance – Union did not advance grievance

## Top 5 Non-Disciplinary Grievance Types (i.e., Compensation, Overtime, Leave, etc)

Grievance Type	# Grievances
1. Article 11 Vacation Leave	1
2. Article 42 Compensation	1
3. Article 2 Non-Discrimination	1
4. Article 6 Hours of Work	1

## Analysis:

- The number of grievances filed for the number of employees in the agency remains low.

## Action Steps:

- Ecology managers and supervisors will continue their collaborative efforts to work with Union representatives and employees to resolve issues at the lowest possible level.
- Ecology will continue to train all supervisors and managers on the fundamentals of labor relations, as well as changes to collective bargaining agreements as they are negotiated and implemented.

# Deploy Workforce

## Outcomes:

Staff know job expectations, how they're doing, & are supported. Workplace is safe, gives capacity to perform, & fosters productive relations. Employee time and talent is used effectively. Employees are motivated.

## Performance Measures

Percent employees with current performance expectations  
Employee survey ratings on "productive workplace" questions  
Overtime usage  
Sick leave usage  
**Non-disciplinary grievances/appeals filed and disposition (outcomes)**  
Worker safety

## Non-Disciplinary Appeals (mostly non-represented employees)

Agency Priority: **Low**

### Filings for DOP Director's Review

**Job classification/Allocation: 1**

**Total filings: 1**

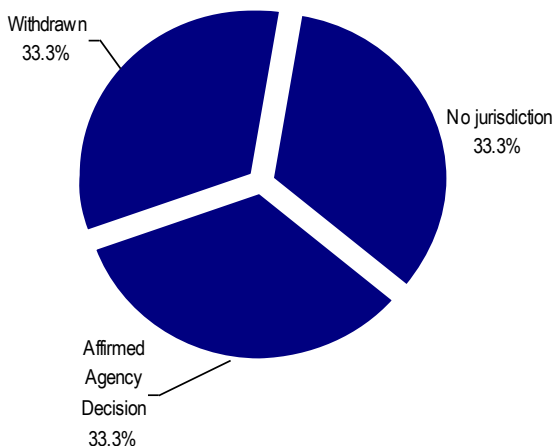
### Filings with Personnel Resources Board

(Non-Disciplinary appeals only)

**Total filings: 0**

There is no one-to-one correlation between the filings shown above and the outcomes displayed in the charts below. The time lag between the filing date and when a decision is rendered can cross the HRMR reporting periods.

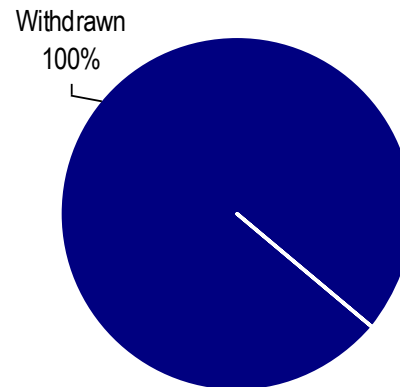
### Director's Review Outcomes



Total outcomes = 3 allocation appeals

Data Time Period: 7/2007 through 6/2008  
Source: Department of Personnel

### Personnel Resources Board Outcomes



Total outcomes = 1 demotion appeal settled through mediation - withdrawn on 8/1/07

## Worker Safety

Agency Priority: **Low**

# Deploy Workforce

## Outcomes

Staff know job expectations, how they're doing, & are supported. Workplace is safe, gives capacity to perform, & fosters productive relations. Employee time and talent is used effectively. Employees are motivated.

## Performance Measures

Percent employees with current performance expectations  
Employee survey ratings on 'productive workplace' questions  
Overtime usage  
Sick leave usage  
Non-disciplinary grievances/appeals filed and disposition outcomes

## Worker Safety

### Analysis:

- Ecology's accident and claims rate reflects minor variations, including seasonal ones, especially for summer field work, when injury and accident rates typically peak at this time. However, during August 2008 there was a downturn in accidents.
- 2008 marks the 17th consecutive year in which Ecology's "Experience Factor" is the lowest of all state agencies, boards & commissions. LNI information for 2009 confirms that Ecology will maintain this position.

### Action Plan:

- An agency-wide assessment of work-related hazards was conducted in 2008. Four key areas of emphasis were selected for hazard mitigation and tracking: motor vehicle accidents, ergonomic injuries, slips, trips and falls, and hazard reporting.
- Continue to review motor vehicle accidents quarterly to identify contributing causes and disseminate information to drivers.
- Highlight hazard reporting in new employee safety orientations and discuss in work groups. Implement on-line ergonomic resources.
- Continue to investigate accidents involving slips, trips and falls and develop recommendations for prevention procedures.

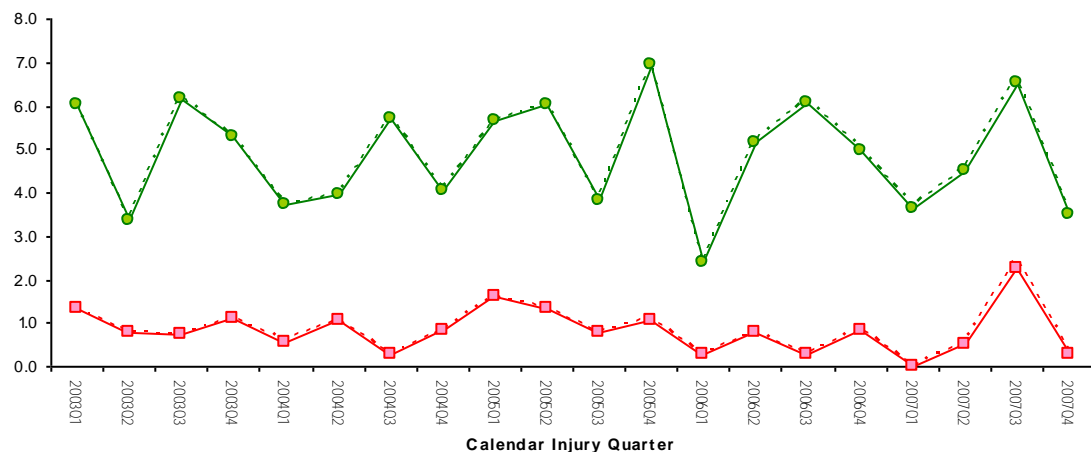
### Annual Claims Rate:

Annual claims rate is the number of accepted claims for every 200,000 hours of payroll

200,000 hours is roughly equivalent to the numbers of yearly payroll hours for 100 FTE

- claims rate
- compensable claims rate
- projected claims rate
- projected compensable claims rate

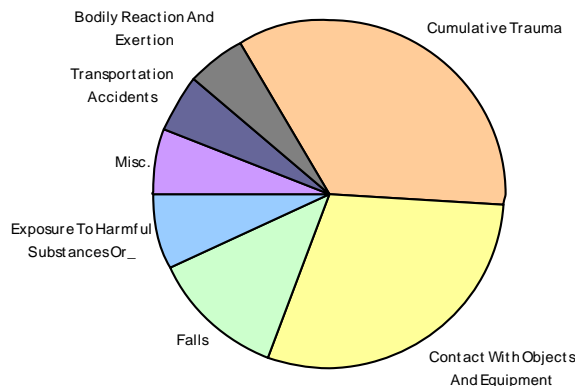
All rates as of 06-30-2008



### Accepted Claims by Occupational Injury and Illness Classification System (OIICS) Event:

calendar year-quarter  
2003Q1 through 2007Q4

(categories under 3%, or not adequately coded, are grouped into 'Misc.')



### Cumulative Trauma Claims

Oiics Code	Oiics Description	Count
2	Bodily Reaction And Exertion	118
9	Other Events Or Exposures	9
0	Contact With Objects And Equipment	1

# Develop Workforce

## Outcomes:

A learning environment is created. Employees are engaged in professional development and seek to learn. Employees have competencies needed for present job and future advancement.

## Performance Measures

Percent employees with current individual development plans

Employee survey ratings on "learning & development" questions

Competency gap analysis (TBD)

## Individual Development Plans

Agency Priority: **Low**

**Percent employees with current individual development plans = 100%\***

\*Based on 1348 of 1348 reported employee count  
Applies to employees in permanent positions, both WMS & GS

Data as of 2007 Annual Evaluation Completion  
Source: Department of Ecology

### Employee Survey "Learning & Development" Ratings

Agency Priority: [Low]

#### Employee Survey "Learning & Development" Ratings



Overall average score for "Learning & Development" ratings: 3.8

### Analysis:

- Ecology has a long established practice of completing Individual Development Plans annually with performance evaluations. This year we achieved 100% completion.
- HR provides comprehensive training and development support to the agency to ensure that Individual Development Plans are completed and that effective training is available for achievement of expectations and growth.
- Ecology's Competitive Fellowship program provides tuition above and beyond other program tuition reimbursement. In 2007, 26 separate applications were awarded for full or partial tuition reimbursement.
- Our commitment for recognition is:  
"Supervisors will develop processes to improve how staff are recognized for their efforts and how performance feedback is given."

### Action Steps:

- If available, we will seek saving incentive funds to provide tuition reimbursement for the 2009-2010 academic year through competitive fellowships.
- Continue to consult with managers to reinforce best practices and commitment (developed from the 2007 employee survey in 2008) to improve the performance evaluation process as well as on-going feedback.
- Provide annual PDP training consistent with performance management confirmation requirements and agency best practices and commitments.
- Maintain 100% PDP completion goal for the 2008 annual evaluation cycle.

Data as of 12/2007  
Source: 2007 Employee Survey

# Reinforce Performance

## Outcomes:

Employees know how their performance contributes to the goals of the organization. Strong performance is rewarded; poor performance is eliminated. Successful performance is differentiated and strengthened. Employees are held accountable.

## Performance Measures

### Percent employees with current performance evaluations

Employee survey ratings on "performance and accountability" questions

Disciplinary actions and reasons, disciplinary grievances/appeals filed and disposition (outcomes)

Reward and recognition practices (TBD)

## Current Performance Evaluations

Agency Priority: **Low**

### Percent employees with current performance evaluations = 100%\*

\*Based on 1348 of 1348 reported employee count  
Applies to employees in permanent positions, both GGS and WMS.

Supervisors will use the following Best Practices to strengthen and improve the performance evaluation process, making it more meaningful and productive by:

- Treating the evaluation process as an ongoing dialogue
- Ensuring that the whole year is reviewed as part of the evaluation process.
- Providing motivation to staff by specifically illustrating how their individual key competencies and results contribute to the program/agency goals.
- Soliciting PDP input from staff prior to drafting and presenting copy to employee.
- Ensuring that every supervisor has had Performance Evaluation training.
- Re-emphasizing the central role of Individual Development Plans to strategically identify training opportunities related to job effectiveness and personal growth.

## Analysis:

- Director expectations for completion of performance evaluations have been articulated since 1989. Ecology's completion rates have been over 90% Since 1999. This year we achieved 100%.
- Fall 2007: delivered mini PDP training to agency executives and management teams; revised for emphasis on quality, relevance to agency results and overall performance management.
- Employee survey results indicated that employees do not always feel they are receiving meaningful feedback from their supervisors; annually and ongoing. (Q10, 3.4 out of 5)
- February and March 2008: After the survey results were received, program managers held discussions with staff for their comments and suggestions. This activity generated agency best practices noted here and a commitment as noted on slide 10, "Current Performance Expectations".

## Action Steps:

- Continue to audit a random sample of PDP's to identify and recommend areas for improvement.
- Refresh managers with best practices and commitment to improve the performance evaluation process as well as on-going feedback.
- Provide annual PDP training consistent with performance management confirmation requirements.
- Maintain 100% PDP completion goal for the 2008 annual evaluation cycle.



# Reinforce Performance

## Outcomes:

Employees know how their performance contributes to the goals of the organization. Strong performance is rewarded; poor performance is eliminated. Successful performance is differentiated and strengthened. Employees are held accountable.

## Performance Measures

Percent employees with current performance evaluations

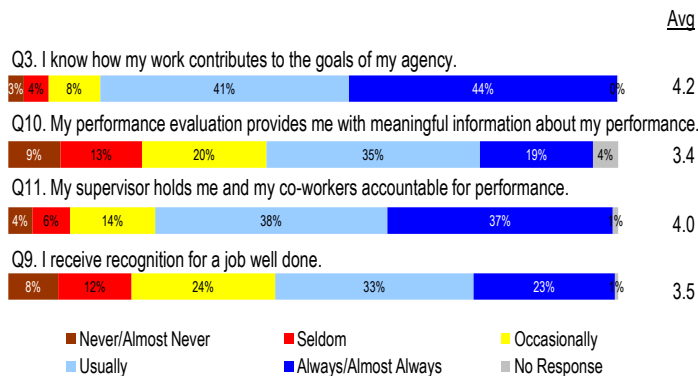
## Employee survey ratings on "performance and accountability" questions

Disciplinary actions and reasons, disciplinary grievances/appeals filed and disposition (outcomes)

Reward and recognition practices (TBD)

## Employee Survey: "Performance & Accountability" Ratings

Agency Priority: **High**



Overall average score for "Performance & Accountability" ratings: **3.8**

## Analysis:

- The revised performance evaluation plan, PDP, and position description form, PDF, establishes better linkage between the position's duties and responsibilities and the individual employee's contributions to the achievement of Ecology's mission, goals and objectives.
- During October and November, 2007, "Agency Forums" were held in each of the larger Ecology locations. All employees were invited and the forums were very successful.
- Performance and Development Plan training is offered to all employees through the agency Core Training Program. Performance Management training is required for managers and supervisors.
- All Ecology annual evaluations are conducted concurrently. The evaluation period begins October 1<sup>st</sup> and ends September 30<sup>th</sup>. Two months are allowed for completion.
- In addition to program-level recognition programs, the agency has a formal annual program recognizing; Environmental Education, Environmental Stewardship, Workplace Spirit, Creative Solutions, and Exceptional Results.

## Action Steps:

- During fall, 2008, agency forums will be held state-wide by executive management to continue to communicate and discuss Ecology's current state, its goals, how success is measured, and how each employee contributes to achieving Ecology's Strategic Plan.
- Continue consulting with supervisors about recognition, coaching, regular feedback, and other best practices in managing performance.

# Reinforce Performance

## Outcomes:

Employees know how their performance contributes to the goals of the organization. Strong performance is rewarded; poor performance is eliminated. Successful performance is differentiated and strengthened. Employees are held accountable.

## Performance Measures

Percent employees with current performance evaluations

Employee survey ratings on “performance and accountability” questions

**Disciplinary actions and reasons, disciplinary grievances/appeals filed and disposition (outcomes)**

Reward and recognition practices (TBD)

# Formal Disciplinary Actions

Agency Priority: **Low**

Action Impacting Salary	# of Actions
Dismissals	2
Demotions	0
Suspensions	1
Reduction in Pay*	1
<b>Total Action Impacting Salary</b>	<b>4</b>
<b>Non-Salary Actions</b>	
Letters of Reprimand	8
Oral Reprimand	4
<b>Total Non-Salary Actions</b>	<b>13</b>
<b>Total Disciplinary Actions*</b>	<b>16</b>

\*“Reduction in pay” is not currently available as an action code in HRMS/BI

Issues Leading to Disciplinary Action
<ul style="list-style-type: none"> <li>6 Misuse of State Resources</li> <li>4 Neglect of duty</li> <li>4 Behavioral issues</li> <li>2 Attendance issues</li> </ul>

## Analysis:

- Disciplinary actions more than doubled for this reporting period, reflecting Ecology’s renewed emphasis on accountability.
- Misuse of state resources remains the most prevalent issue, amounting to 38% of the causes for disciplinary actions.
- Of all disciplinary actions, four of the seventeen actions (23%) were grieved, and all four grievances were settled.

## Action Steps:

- Agency will continue to emphasis accountability for employee actions and effective supervisory and management oversight.
- Agency will continue to train all supervisors and managers on changes in Ecology’s policies and procedures, collective bargaining agreements, RCW laws, and WAC regulations.
- Design and conduct a new, effective ethics training workshop that includes a strong emphasis on the appropriate use of state resources.

## Disciplinary Grievances and Appeals

Agency Priority: **Low**

# Reinforce Performance

### Outcomes:

Employees know how their performance contributes to the goals of the organization. Strong performance is rewarded; poor performance is eliminated. Successful performance is differentiated and strengthened. Employees are held accountable.

### Performance Measures

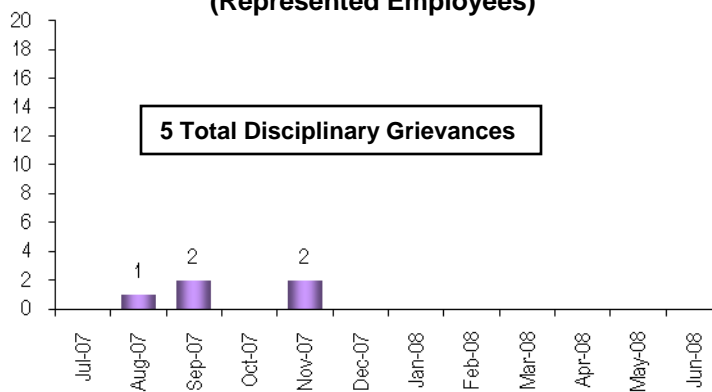
Percent employees with current performance evaluations

Employee survey ratings on "performance and accountability" questions

**Disciplinary actions and reasons, disciplinary grievances/appeals filed and disposition (outcomes)**

Reward and recognition practices (TBD)

### Disciplinary Grievances (Represented Employees)



**Total # Disciplinary Grievances Filed: 5**

### Disciplinary Appeals (Non-Represented Employees filed with Personnel Resources Board)

**0 Total Disciplinary Appeals Filed with PRB**

There is no one-to-one correlation between the filings shown above and the outcomes displayed in the charts below. The time lag between filing date and when a decision is rendered can cross the time periods indicated.

### Disposition (Outcomes) of Disciplinary Grievances

- **All 5 disciplinary grievances were settled.**

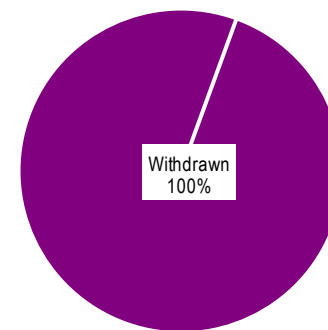
#### Analysis:

- The number of disciplinary grievances remains low and all five grievances were settled.
- There were no disciplinary appeals filed by non-represented employees for this reporting period.
- One non-represented appeal from a previous period was withdrawn.

#### Action Steps:

- Ecology will continue its collaborative efforts to work with Union representatives and employees to resolve disciplinary grievances.

### Disposition (Outcomes) of Disciplinary Appeals\*



\*Outcomes issued by Personnel Resources Board

# ULTIMATE OUTCOMES

## Employee Survey: “Employee Commitment” Ratings

Agency Priority: **Medium**

**Employees are committed to the work they do and the goals of the organization**

**Successful, productive employees are retained**

**The state has the workforce breadth and depth needed for present and future success**

### Performance Measures

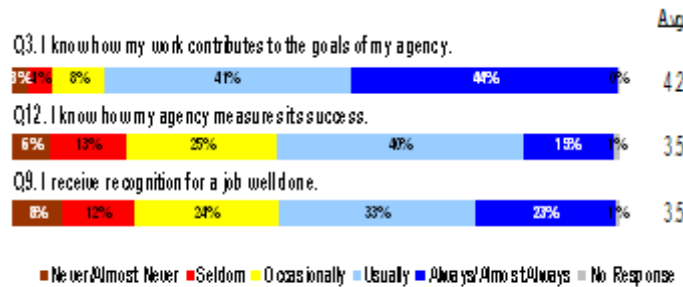
Employee survey ratings on “commitment” questions

Turnover rates and types

Turnover rate: key occupational categories

Workforce diversity profile

Retention measure (TBD)



Overall average score for “Employee Commitment” ratings: **3.7**

### Agency Commitment:

*To continue the conversation... “How we do things affects what we can accomplish for the environment.” Each of us should understand how we influence results and the agency’s overall capacity to protect the environment.*

### Analysis:

- During October and November, 2007, “Agency Forums” were held in each of the larger Ecology locations. The focus: “What we can do to maintain and build upon our successes and how day-to-day work has far reaching agency, policy and legislative impact.”
- “Inside Ecology,” a new Ecology web-based newsletter, was launched in September, 2007. Weekly leadership messages rotate between agency-wide managers and a monthly message from the Director.
- More line staff are being involved in the development and presentation of agency GMAP exercises. This helps to expand the understanding of how data is used to detect issues and measure success and how individual work ties into the agency priorities.
- Easy intranet access to performance measures and reports is provided to staff.
- For Ecology’s 2007 Agency Awards, 89 individual and team nominations were received (a total of 248 people) in 5 categories: Environmental Education, Environmental Stewardship, Workplace Spirit, Creative Solutions, and Exceptional Results.
- Awards were given at an all-staff meeting on December 12, 2007.

### Action Steps:

- The Deputy Director is committed to visiting each of our larger agency locations twice per year to discuss status of agency priorities; how we can work more effectively with our stakeholders; and what staff need from management to be successful in interacting with citizens.
- Continue to find ways to better articulate the connection between each person, agency goals and how success is measured.

# ULTIMATE OUTCOMES

**Employees are committed to the work they do and the goals of the organization**

**Successful, productive employees are retained**

**The state has the workforce breadth and depth needed for present and future success**

## Performance Measures

Employee survey ratings on “commitment” questions

### Turnover rates and types

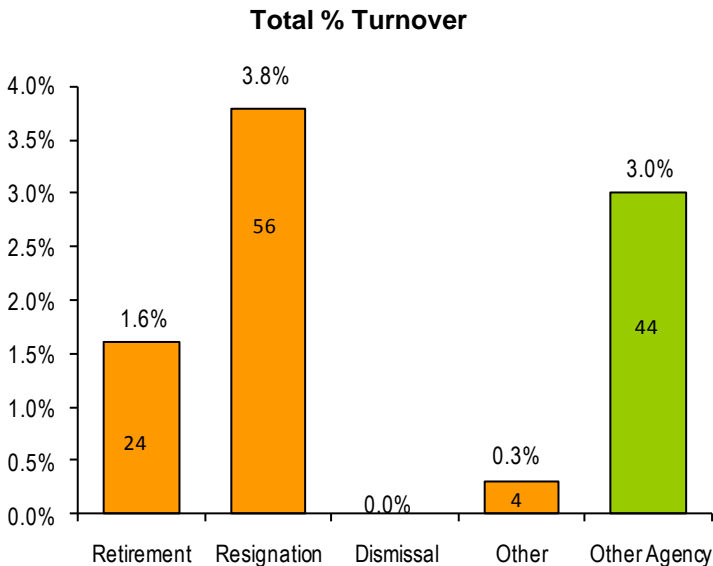
Turnover rate: key occupational categories

Workforce diversity profile

Retention measure (TBD)

## Turnover Rates

Agency Priority: **High**



Total Turnover percentages is based on a workforce population of 1463 employees. “Other” category includes layoff, probationary separation, disability separation, abandonment of position, and other actions that do not fit the other categories.

### Turnover Actions:

Leaving state service	84
To other agency	<u>44</u>
<b>TOTAL</b>	<b>128</b>

### Turnover %:

Leaving state service	5.7%
To other agency	<u>3.0%</u>
<b>TOTAL</b>	<b>8.7%</b>

### Analysis:

- Total turnover figures do not include non-permanent appointments. Interns, which are non-permanent but are coded as “exempt” in HRMS, were also removed from the data for a more accurate picture of turnover in Ecology.
- “Resignation” also includes two (2) resignations in lieu of termination.
- Since HRMS does not track movement of employees to other state agencies, Ecology tracks these employees internally. Interagency movement is at 3.0% and constitutes 34% of agency turnover, which is a significant factor in recruitment and retention.
- Although national trends indicate impending staffing and succession issues as baby boomers retire and leave the workforce, Department of Ecology is not yet experiencing this at the level expected, with a relatively low 1.6% rate. Nevertheless, at 19% of the total turnover, this remains a significant concern requiring planning and action.

### Action Steps:

- Develop a new agency model for workforce development and management, including succession planning, through our “Workplace Action Team” (WPAT).
- Train all supervisors and managers on the new workforce management model.
- Provide more opportunities for employee cross-training to promote transfer and distribution of knowledge and to encourage lateral and upward mobility.

Note: Movement to another agency is currently not available in HRMS/BI



# ULTIMATE OUTCOMES

**Employees are committed to the work they do and the goals of the organization**

**Successful, productive employees are retained**

**The state has the workforce breadth and depth needed for present and future success**

## Performance Measures

Employee survey ratings on "commitment" questions

## Turnover rates and types

Turnover rate: key occupational categories

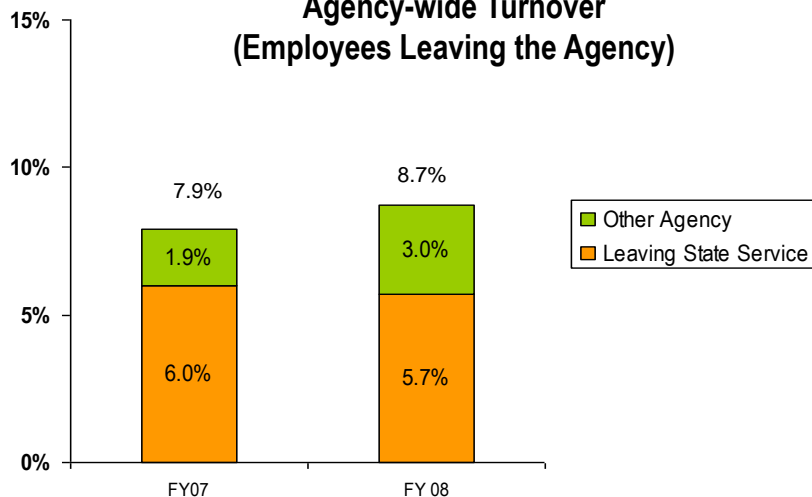
Workforce diversity profile

Retention measure (TBD)

## Turnover Rates

Agency Priority: **High**

### Agency-wide Turnover (Employees Leaving the Agency)



### Analysis:

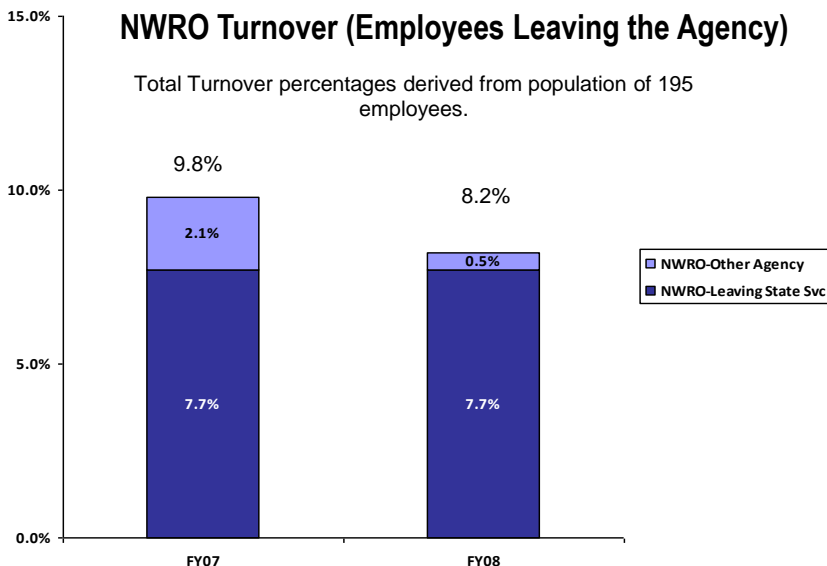
- Ecology's data has been revised to include permanent employee turnover only.
- Permanent employee turnover rate increased by over 10% from FY07, with an increased exodus of employees to other agencies.
- The Northwest Regional Office (NWRO), which is located in Bellevue, continued to experienced a high turnover rate in FY08, although the exodus to other state agencies dropped from FY07. Nevertheless, qualitatively, NWRO continued to lose key, experienced personnel, primarily to local government, especially the City of Seattle and King County.

### Action Steps:

- Continue to monitor and evaluate trends in historically high turnover areas.
- Continue outreach to local colleges, universities and professional organizations to build candidate pools.
- Assess the current exit interview data from employees voluntarily leaving Ecology to identify trends and develop solutions targeting issues raised.
- Revise Ecology's exit survey process to improve the return rate.

### NWRO Turnover (Employees Leaving the Agency)

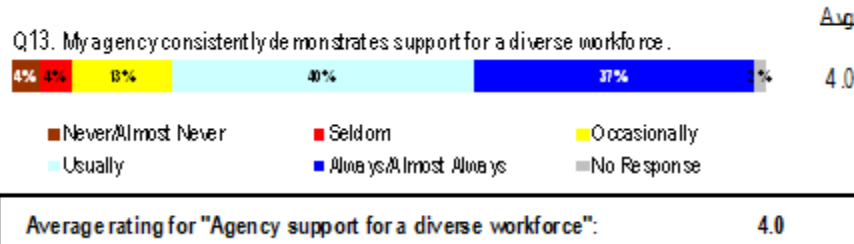
Total Turnover percentages derived from population of 195 employees.



# ULTIMATE OUTCOMES

## Employee Survey: “Support for a Diverse Workforce” Ratings

Agency Priority: **High**



### Analysis:

- 90% of survey respondents feel a level of support from the agency in areas of diversity.
- Only 8% of survey respondents may have concerns regarding workforce diversity in the agency.

### Action Steps:

- Use the Ecology Diversity Committee to identify, expand, implement and evaluate programs that promote and celebrate diversity in the agency.
- Continue to provide diversity training available through the Core Training Program.
- Continue and expand existing programs such as presenting special diversity events, special diversity speakers and brown bag lunches and conducting advanced diversity training in the agency.
- Continue Ecology's extensive outreach and recruitment efforts designed to identify and recruit qualified, diverse candidates for employment with Ecology.
- Evaluate existing agency practices and develop and implement new practices that are effective for ensuring fair and equal treatment of employees.



**Employees are committed to the work they do and the goals of the organization**

**Successful, productive employees are retained**

**The state has the workforce breadth and depth needed for present and future success**

### Performance Measures

Employee survey ratings on "commitment" questions

Turnover rates and types

Turnover rate: key occupational categories

### Workforce diversity profile

Retention measure (TBD)

# ULTIMATE OUTCOMES

Employees are committed to the work they do and the goals of the organization

Successful, productive employees are retained

The state has the workforce breadth and depth needed for present and future success

## Performance Measures

Employee survey ratings on "commitment" questions

Turnover rates and types

Turnover rate: key occupational categories

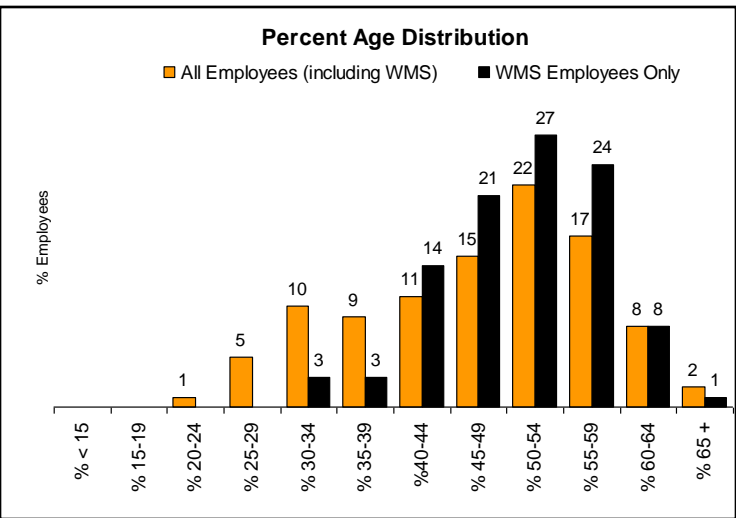
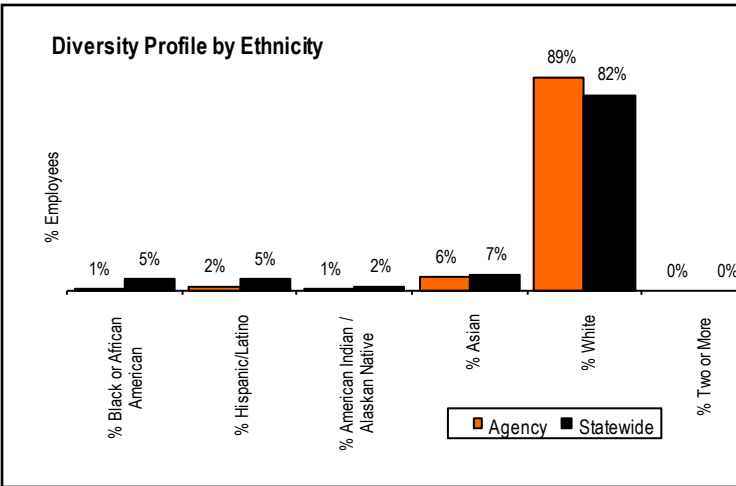
Workforce diversity profile

Retention measure (TBD)

Agency Priority: High

## Workforce Diversity Profile

	Ecology	Goal	State
Female	50%	43%	53%
Persons w/Disabilities	3%	6%	4%
Vietnam Era Veterans	5%	8%	6%
Veterans w/Disabilities	1%	1%	2%
People of color	11%	14%	18%
Persons over 40	75%		75%



### Analysis:

- Historically, natural resource agencies have a much lower availability and level of diversity than other professional fields in state government.
- Ecology continues to lead the natural resource agencies in the percentage of people of color and women and to seek new recruitment and retention methods and programs to increase diversity levels.

### Action Steps:

- In accordance with the agency's Strategic Plan and Affirmative Action Plan, Ecology is developing a new long-term diversity recruitment strategy to identify and cultivate a sourcing network of contacts for creating and maintaining a reliable pool of qualified diversity candidates.
- Develop and implement an updated diversity-based employment marketing plan, including new agency branding material specifically targeting diversity candidates and employees.
- Pool resources and partner with other state agencies, the Natural Resources Agencies Recruiters team, and the statewide team sponsored by the Department of Personnel.
- Share Ecology's Diversity Program with other natural resource agencies as an example of "best practices" that work to promote diversity.
- As described in Ecology's Strategic Plan, expand internal programs and activities that encourage the long-term retention of diverse employees and expand the cultural awareness and competency of the agency's workforce, through an increase in the number and type of special diversity events, educational workshops and advanced training.

Data as of 6/2008  
Source: DOP HRMS Business Intelligence